

17 March 1954

CAREER DEVELOPMENT PROGRAM

Office of Communications

1. Office of Communications Order No. 23-53 dated 30 November 1953 contains details describing functions and responsibilities for administration of the Career Service Program within this Office. A copy of this order is attached. The philosophy underlying this system is centered on planned and scheduled review of the performance, progress, etc., of each and every individual assigned to duties within the Office of Communications. This Office is developing careerists through progressive assignment of an individual to positions of increasing scope and responsibility.
2. To date, the Office of Communications Career Service Board has avoided arbitrary establishment of a Career Development Plan for each individual. Our experience over the past three years indicates that such plans, being unresponsive to change, etc., are frequently invalidated as soon as they are made. Establishment of a specific plan for each individual can cause an excessive administrative workload which is unproductive! Arbitrary planning may lead to establishment of a favorable group for favorable positions.
3. However, there must be some plan! The guaranteed periodic review system constitutes a "develop-as-you-go-plan" which places a real responsibility on the individual, his or her supervisors and the Board to foster the individual's development and to justify his or her retention in the career program and in the Agency. Promotion, non-promotion, demotion and separation are integral parts of this periodic career rotation review system. The removal of these functions from our career management program would seriously impair its effectiveness.
4. Examples can best tell this story. Attachments 2 and 3 provide a general career development plan for a cryptographer and a communications operator, respectively. These plans contain the guide posts recognized by the Board as useful in charting the various steps in an individual's career development when his performance and accomplishments indicate that he is ready for the next step in an appropriate general plan. Similar plans can be charted for Engineers, etc.
5. Procedures outlined in the above-mentioned order are normal in any personnel management system, with or without a Career Service Board. The Communications Career Service Board fits into the command line as a reviewing function advising the Assistant Director for Communications on career management problems including recommendations for specific action subject to his approval.
6. This is not the end of the story! Our experience and results to date indicate that we are on the right track!

C O N F I D E N T I A L

OC ORDER NO. 23-53